

Lecture 11 Motivating Employees

-Motivation

- It's the inner factors that leads to a perform an act

-Motivation wall

-Motivational process

- Caused by recognizing an unfulfilled need/desire
- This gap between desire and reality will lead to a chain of events

-Content theories

- Tries to explain the individual and organizational aspect of elements that activates and energizes behavior

-Two famous theories are

- Maslow's need hierarchy
- Herzberg's two-factor theory

-Maslow's need hierarchy

- The hierarchy includes
 - Physiological need
 - Safety need
 - Social need

- Esteem
- Self-actualization

-Physiological needs

- Human body's basic primary need

-Safety needs

- Protection from physical harm, bodily injury, ill health, rain, heat, economic disaster etc.

-Social needs

- Deals with the social nature of people and companionship

-Esteem need

- A need to be recognized among others

-Self-actualization

- Desire to become "more and more of what one is"

-Shortfalls of Maslow's theory

-1st criticism:

- It is too simplistic/ common sensual
- It failed to explain individual aspect of behavior

-2 criticism:

- Needs can be overlapped rather going step by step

-3rd criticism:

- Its failed to incorporate age factor in the theory

-Herzberg's two-factor theory

-Factor 1

-He argued that some basic elements/
conditions of the job must be present
otherwise the employees will feel
dissatisfied

-Factor 2

-Some job conditions build high level of
motivation and job satisfaction

-Conclusion of Herzberg's theory

-The opposite of job satisfaction is NOT
dissatisfaction BUT "no satisfaction"

-Intrinsic motivators

-Extrinsic motivators

-Job enrichment

-Criticism of Herzberg's theory

-His sample population was based solely upon
accountants and engineers

-Process theories

-How behavior is initiated, directed, sustained,
and stopped

-Equity theories and Expectancy theories

-Equity theory

-Believes perceived inequality is the reason behind motivation

-Motivation will depend on input vs. output of the job

*Managers must be careful enough to design the pay system

*They must be bias free

-Shortfalls of equity theory

-It failed to pin point how to eliminate inequity

-Expectancy theory

-Dealt with the intensities work effort

-This theory has three variables

-Valence

-Instrumentality

-Expectancy

-Reinforcement theories

-Introduced by B.F. Skinner

-Idea is behavior results from consequence

-Thorndike's law

-Behavior that results in pleasant outcomes will

likely to be repeated and behavior that results in an unpleasant outcome is not likely to be repeated

- Positive reinforcement
- Negative rewards
- Extinction
- Punishment
- Continuous reinforcement
- Intermittent reinforcement
- Job enrichment
 - Deals with quality of life at work
 - Increase the job depth
 - Refers to autonomy, responsibility, and more control
 - More applicable in white color jobs
- Job enlargement
 - It makes the job larger by incorporating more tasks at the job
 - Increase the job depth
 - Refers to autonomy, responsibility, and

more control

- More applicable in white color jobs

- Core dimension of job
 - Variety
 - Here employees perform different operations
 - Task identity
 - Here an employee performs a complete work
 - Task significance
 - The amount of impact that the work being performed has on other people
 - Autonomy
 - Refers to the degree of control an employee has over his/ her job